PMBOK : 2004 주요개정내용
(An Overview of Updated PMBOOK : 2004 Third Edition)

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Abstract

This paper reviews updated criteria for a project management body of knowledge(PMBOK) : 2004. The updated PMBOK model is generally recognized as good practice. Specific criteria are suggested for a project management body of knowledge.

Keywords : Updated Criteria, PMBOK, Specific Criteria

1. Introduction

1.1 The Project Charter

· Generally recognized as good practice on most projects most of the time.

· The growth of the knowledge and practices in the field of project management.

· Treatment of the Project Management Process Groups.

· The treatment of integration.

· Treatment of the Initiating Process Group.

· All processes to ensure.

· All text to make sure.

· Consistent terminology.

· The translatability of the document.

· The index and glossary.

· Existing errors

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1.2 Differences Between The Editions

· A new process in a verb-object format.
· The active voice
· The distinction between project life cycles and product life cycles.
· All graphics numbered and labeled.
· The distinction between Project Management Process Groups and the Knowledge Areas
· Chapter renamed "Project Management Processes for a Project"
· Mapped to show process integration.
· The glossary revised and augmented.
· Processes added : Section 4.1, Section 4.2, Section 4.5, Section 4.7, Section 5.3, Section 6.3, Section 9.4
· All of the process inputs, tools, techniques, and outputs revised.
· Process flow diagrams
· Added to Section III
· Appendix A details the changes made in the chapters.

2. Third Edition Changes [1]

2.1 Structural Changes

2000 Edition Sections	Third Edition Sections
Section I - The Project Management Framework Chapters 1, 2, and 3	Section I - The Project Management Framework Chapters 1 and 2
	Section II - The Standard for Project Management of a Project Chapter 3 - Project Management Processes for a Project
Section II - The Project Management Knowledge Areas Chapters 4 through 12	Section III - The Project Management Knowledge Areas Chapters 4 through 12
Section III - Appendices Appendix D - Notes Appendix E - Application Area Extensions	Section IV - Appendices Appendix D - Application Area Extensions
Section IV - Glossary and Index	Section V - References, Glossary, and Index

2.2 Chapter Changes

2000 Edition Sections	Third Edition Sections
	4.1 Develop Project Charter
	4.2 Develop Preliminary Project Scope Statement
4.1 Project Plan Development	4.3 Develop Project Management Plan
4.2 Project Plan Execution	4.4 Direct and Manage Project Execution
	4.5 Monitor and Control Project Work
4.3 Integrated Change Control	4.6 Integrated Change Control
	4.7 Close Project

2000 Edition Sections	Third Edition Sections
5.1 Initiation	Rewritten and moved to Chapter 4
5.2 Scope Planning	5.1 Scope Planning
5.3 Scope Definition	5.2 Scope Definition
	5.3 Create WBS
5.4 Scope Verification	5.4 Scope Verification
5.5 Scope Change Control	5.5 Scope Control

2000 Edition Sections	Third Edition Sections
6.1 Activity Definition	6.1 Activity Definition
6.2 Activity Sequencing	6.2 Activity Sequencing
	6.3 Activity Resource Estimating
6.3 Activity Duration Estimating	6.4 Activity Duration Estimating
6.4 Schedule Development	6.5 Schedule Development
6.5 Schedule Control	6.6 Schedule Control

2000 Edition Sections	Third Edition Sections
7.1 Resource Planning	Moved to Project Time Management (Chapter 6)
7.2 Cost Estimating	7.1 Cost Estimating
7.3 Cost Budgeting	7.2 Cost Budgeting
7.4 Cost Control	7.3 Cost Control

2000 Edition Sections	Third Edition Sections
8.1 Quality Planning	8.1 Quality Planning
8.2 Quality Assurance	8.2 Perform Quality Assurance
8.3 Quality Control	8.3 Perform Quality Control

2000 Edition Sections	Third Edition Sections
9.1 Organizational Planning	9.1 Human Resource Planning
9.2 Staff Acquisition	9.2 Acquire Project Team
9.3 Team Development	9.3 Develop Project Team
	9.4 Manage Project Team

2000 Edition Sections	Third Edition Sections
10.1 Communications Planning	10.1 Communications Planning
10.2 Information Distribution	10.2 Information Distribution
10.3 Performance Reporting	10.3 Performance Reporting
10.4 Administrative Closure	10.4 Manage Stakeholders

2000 Edition Sections	Third Edition Sections
11.1 Risk Management Planning	11.1 Risk Management Planning
11.2 Risk Identification	11.2 Risk Identification
11.3 Qualitative Risk Analysis	11.3 Qualitative Risk Analysis
11.4 Quantitative Risk Analysis	11.4 Quantitative Risk Analysis
11.5 Risk Response Planning	11.5 Risk Response Planning
11.6 Risk Monitoring and Control	11.6 Risk Monitoring and Control

2000 Edition Sections	Third Edition Sections
12.1 Procurement Planning	12.1 Plan Purchases and Acquisitions
12.2 Solicitation Planning	12.2 Plan Contracting
12.3 Solicitation	12.3 Request Seller Responses
12.4 Source Selection	12.4 Select Sellers
12.5 Contract Administration	12.5 Contract Administration
12.6 Contract Closeout	12.6 Contract Closure

3. Suggested Criteria For a PMBOK [2]

3.1 Elements of Project Success
3.2 Areas of Management Knowledge
- Business policy and strategy
- Business economics and financial management
- Business marketing and sales
- Accounting
- Law
- Personnel administration
- The theoretical basis of the technology vested in the project
- The theoretical basis of supporting or associated disciplines

4. Summary

- Structural and Chapter Changes for Third Edition
- Suggested Criteria for a PMBOK

References

1. PMI, A Guide to The Project Management Body of Knowledge Third Edition, Project Management Institute, USA, 2004.

2. Wideman, R. M. " Criteria For a Project – Management Body of knowledge," International Journal of Project Management, Vol.13, NO.2, PP.71-75, 1995.